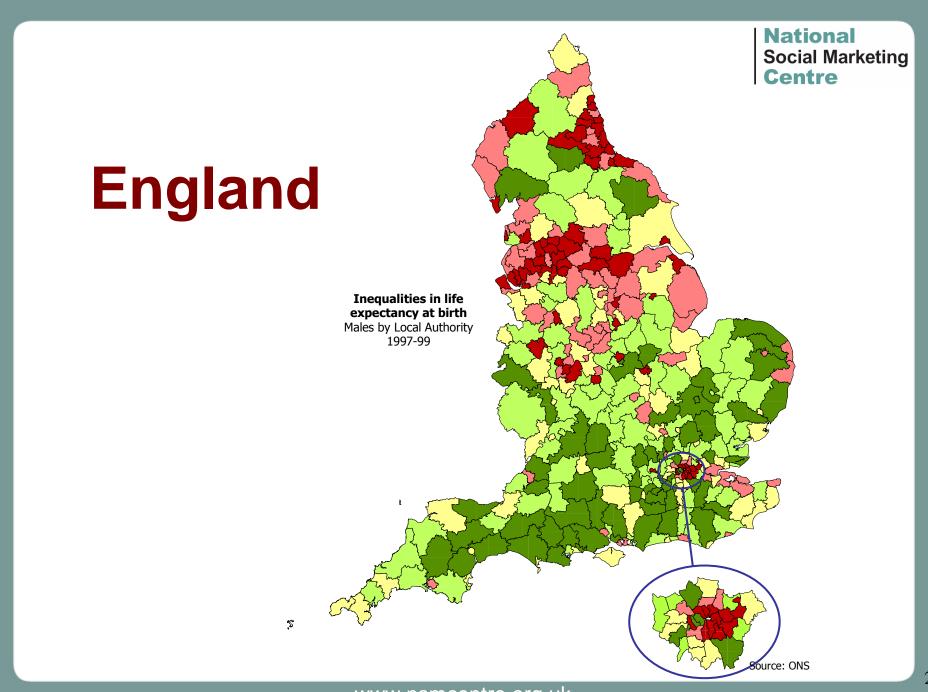
Applying Social Marketing strategically, some lessons from England

Dr Jeff French







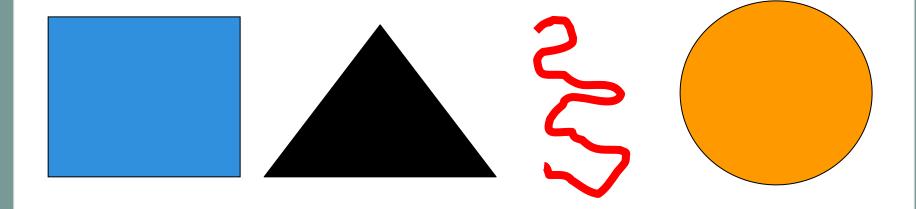


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Why social marketing has been taken up so readily in England:

- It's principles are closely aligned with democratic market economies value systems
- A focus on developing customer driven solutions reflects an unstoppable power shift away from political, policy and professional elites
- Social Marketing is seen as a practical approach that can be applied



What kind Social Marketer are you?

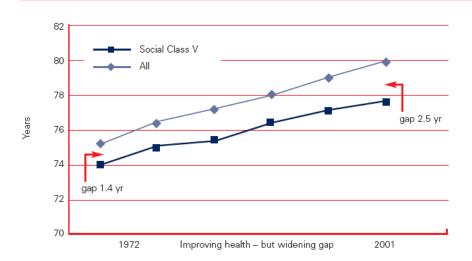
1: Why we had to change

Technocratic and Political drivers

'Tsunami of chronic disease'



: Life expectancy at birth, all women and women in social class V, England & Wales, 1972-2001



The risk of death is greater for lower socio-economic groups, at all stages of the lifecourse and for all causes of death

Innocenti Research Cent

Child poverty in perspective:

An overview of child well-being in rich countries

A comprehensive assessment of the lives and well-being of children and adolescents in the economically advanced nations





The new citizens

A dramatic transformation: wealthier, better educated & more demanding

When we have also witnessed huge changes in:

- Global politics
- Growth in consumerism
- Trade patterns
- Manufacturing technology
- Service industries' growth
- Home and share ownership
- Information technology
- Rights movements
- Migration
- Demographics
- Increasing concerns about the environment
- Attitudes to personal fulfilment
- Growth in cultural and ethnic diversity



National Social Marketing

People's view of the government's role

- 37% do not trust any government advice (NOP 2005)
- 20% completely ignored it (NOP 2005)
- 33% of people believe the government have an important role in promoting health (Ofcom NOP 2005)
- Only 4% believe that government has the most important role in improving health (Ofcom NOP 2005)



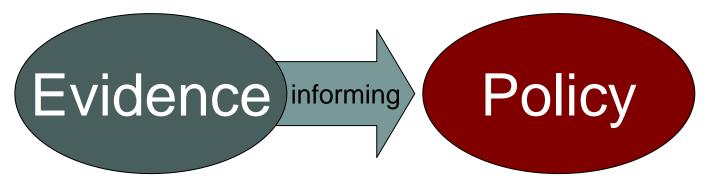
Past Public Policy (1)

- Constructed at the top and driven down
- Throw away (Short shelf life)
- As much about agenda management as change
- Not owned by recipients and filtered out
- Not performance managed so fades from consciousness

Past Public Policy (2)

- Too much too often
- Lack of coordination and integration between the blizzard of policy directives.
- Grand rhetoric limited implementation
- Often eminence and ideologically driven than evidence directed

Evidence based policy?



The reality... slightly different

- Policy with evidence 10 20 %
- Policy in search of evidence 30 40 %
- Policy counter to the evidence 30 40 %
- Evidence in search of policy 30 40 %
- Eminence based policy ?

Shifting drivers for policy

80's – 90's: Ideology

Empower people, small state, challenge public service monopoly, privatisation

90's – 2000: Evidence and efficiency

Better management, ROI and VFM, performance management, evidence based policy.

 2000+: Customer, choice and whole systems

Holistic solutions, insight driven, customer insight, choice and diversity of provision

Government is in the behaviour change business big time.

The government is a huge player in this field

 Necessarily focus on the fundamental relationship between the state and individuals

Government & behaviour change

 Difficult because it focuses on the personal and private as well as social situations.

 In the past more of an acceptance of the right of the state to manipulate the way people behave not necessarily so today.

What do you get when you cross a psychologist a sociologist and a member of the mafia?

People who make you an offer that you can't understand

Conspiracy of passive failure

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Information giving is often the default

Why:

- 1. To be seen to be
- 2. Desire to help
- 3. Short term police patrice p and budgeting

Warning: campaigns to promote health are a waste of money

By Maxine Frith Social Affairs Correspondent

Multimillion-pound health promotion campaigns by the Government are a waste of money and do not change people's behaviour, according to nurses.

Funds would be better spent on treating patients the number of new diagand targeting the most at- noses among heterosexurisk groups rather than run- als now outstrips homoning high-profile advertis- sexual transmissions.

Health has spent millions on advertising campaigns over the past five years to encourage people to stop smoking, eat more fruit and

The resolution calls on the conference to discuss in the most deprived areas "whether resources allo- of the UK eating the recated to some healthcare quired five a day. promotion campaigns could be better used in providing sation service has a budget direct care to patients". this year of £51m and has comment.

The Government spent £50m on a recent poster campaign about HIV and Aids, but, according to the RCN resolution, has "demonstrated limited evidence of success"

Despite the high profile of the campaign, UK cases of HIV rose by 50 per cent between 2000 and 2004 and

Cases of sexually transd infections such as rydia, gonorrhoea and es have also continued rise, particularly among young people.

More than £30m will be spent this year alone on providing free fruit in schools, in addition to vegetables and practise £700,000 in 2003 on a

> only 18 per cent of men and 20 per cent of women

The NHS smoking ces-

spent millions on hardhitting attempts to hit its target of reducing smoking rates to under 21 per cent

Yet between 1998 and 2004, the proportion of adults who smoke fell by just three per cent to 25 per cent and rates among younger age-groups, considered to be more susceptible to advertising, have risen.

Nurses are to debate whether expensive promotional campaigns should be scrapped in favour of passing the financial cost on to companies responsible for specific health problems, such as food manufacturers, to inform consumers.

Andrew Lansley, the shadow Health Secretary, said: "We have consistently criticised the Government on their limited campaigns at target audiences.

The key to our successful HIV awareness campaign in the 1980s was that it had a significant impact on the public at large. It powerfully raised awareness on a national scale but Labour has failed to deliver any such sea change."

The Department of Health was not available for

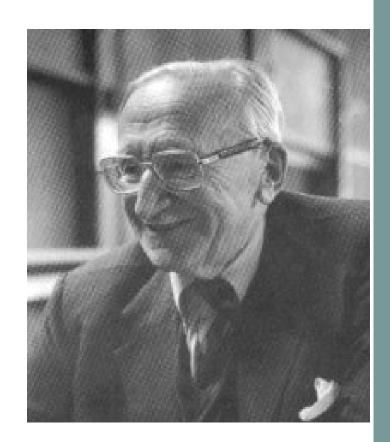
State paternalism a reflection of a: Product Focus

- Policy is developed through the political process
- But strategy is often driven by policy experts
- This product focus stands in contrast with the consumer orientation of successful commercial enterprises who are obsessed with listing

National Social Marketing

The fatal conceit believing that the state and experts know best

- Failed policy delivery occurs when interventions developed according to a rational plan derived by experts
- Interventions work
 When citizens have been
 involved in the process of
 problem identification,
 solution generation, delivery
 and evaluation



"We are proposing to put an entirely different dynamic in place to drive our public services: one where the service will be driven not by the managers but by the user - the patient, the parent, the pupil and law-abiding citizen."

Lloydspharmacy

Tony Blair 2004

Our new boss

The best preparation for governing is listening to the British people

Speech by Rt Hon Gordon Brown MP, accepting the nomination as Leader of the Labour Party, 17 May 2007

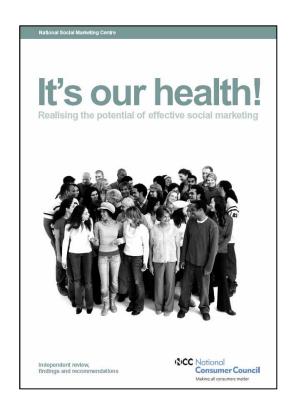


2: What we did

Aims of the review

 Review the potential of social marketing

 Recommend ways to enhance impact using social marketing principles



3: What we found

Social marketing can help!

- Social marketing has potential to improve the impact and effectiveness of behavioural interventions
- Current understanding, and as a result utilisation, of social marketing is limited

Recommendations

- Apply social marketing principles
- Adopt a delivery coalition approach
- Prioritize and synergise
- Build capacity & understanding
- Reconfigure research and evaluation



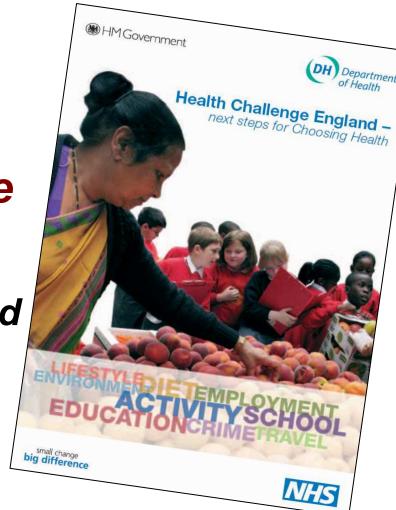
4: Outcomes so far



'Health Challenge England'

National Social Marketing Centre

"To achieve lasting Behavioural change we Will apply a social Marketing approach and invest in understanding what will help people to change.

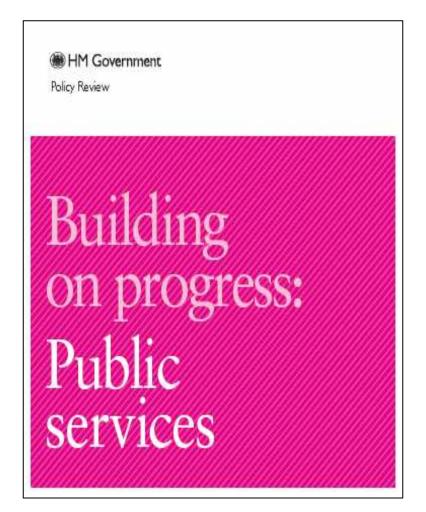


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A new approach to personalised services and citizen driven reform

Social marketing recognised as a key Tool for service improvement

Social Marketing Challenge fund recommended





Caroline Flint – Minister for Public Health announcing launch of the National Social Marketing Centre

Outcomes so far

- All DH policy teams building social marketing principles into their work
- Reorganisation of DH communication and campaign functions
- Population life course segmentation in development
- DH 'People's Programme' developed

Action so far

- Private sector partnership programme under development
- Wide range of government departments and agencies applying social marketing principles
- EU briefings and EU funded international collaborative project
- Public health funding being reviewed

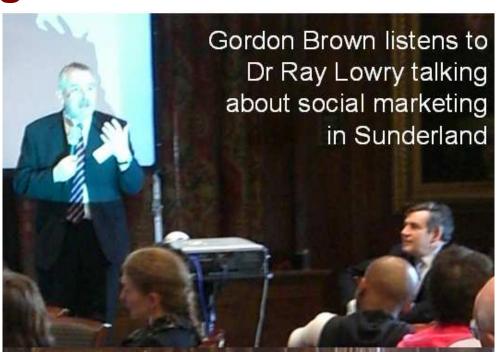
5: Lessons so far

Lessons so far....

- Build a network of senior champions:
 SATT
- Create a buzz, build a compelling story and promote it, and lobby for it
- Think strategic policy change not just operational campaign
- Understand the most important customer: the politician, and the policy maker

Understanding the politician, policy maker and strategist

- 1. Provide solutions to strategy challenges
- 2. Build from policy commitments
- Build a cogent story that they can understand and tell



Set out the 'Exchange'

The Cost

Investment in scoping and coordination

The potential pain of change

Loss of total control

Transition costs

Speed of response

The benefits

Improved impact

Better policy coherence

Enhanced learning

Mobilise all assets

Enhance leadership and Prioritisation

VFM

6: Challenges ahead

From fragile to embedded

- Achieved high level ownership and integration into government policy
- However system ownership still best described as fragile

"it's the way we do things"

Some 'rubbish' is getting in the way

National
Social Marketing
Centre

Poorly written up and/or delivered social marketing

Communication projects and other interventions with little measurable impact being called social marketing



Challenges ahead

- 1. Position social marketing at the heart of policy and strategy development
- 2. Systematic application of social marketing by everyone
- 3. Resistance from the sceptical and the complacent
- 4. Resist the temptation to develop social marketing as a super speciality or clique

National
Social Marketing

Our Job is be the citizens champion not just a technical expert advising on how best to convey a message

We must get policy makers and strategist to think like marketeers

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